

☐ UNCLASSIFIED☐ INTERNAL
USE ONLY☐ CONFIDENTIAL☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chairman, Personnel Career Service Board
5 E 56 Headquarters

EXTENSION

7427

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

2.

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1. Your cooperation is requested in completing the attached form on the employee or employees named. Please fill out IV through VI and items 51 through 53 of VII.

2. This request originated from a decision of the SP Career Board to implement Step 4 of the Personnel Movement and Management in the 70's Project within our Service: "plan and provide what professionals need to improve their capability for new and more responsible duties (employee development geared to management needs)." More specifically, we devised the attached Individual Gap Sheet to accomplish the second and third elements of Step 4, namely:

Consider what each professional careerist who has potential to advance one or more grades needs in the form of specific job experience; specific rotational experiences; or training (internal and/or external).

Combine individual job/training needs into Career Service inventories of training and assignment requirements and use as assignment and training opportunities arise or can be arranged.

3. As you are aware, the PMMP 70's Project is now being worked on by the Career Services throughout the Agency. Just as the Office of Personnel experimentally performed Steps 1 and 2 of the Project, i.e., estimating the difference between promotional headroom and promotional needs, before recommending their general application, we now wish to prepare Individual Gap Sheets on

MOR/CDE

SP careerists (initially all those in Grades GS-12 through GS-14) as the basis for improving our own program of personal development. We plan to share our experiences in implementing the Gap Sheet with the other Career Services.

4. The primary purpose of the form is to identify areas of possible improvement pertaining to individual SP careerists, as seen by the supervisor and the SP Career Board. These identifications may involve a personal attribute that could be improved (e.g., writing ability); a needed training course, or a desired job experience. I want to emphasize the reason we are completing this form is to systematically decide, in cooperation with supervisors, how we can best develop our individual careerists in accordance with the future requirements of the Career Service.

5. Also attached for your information is a copy of appropriate training and job experiences for SP careerists. The paper has been helpful in establishing preferred skill and experience levels to be acquired by SP careerists over a career span, but it is a guideline only. No attempt will be made to rigidly apply items I through III to all careerists, irrespective of their present age, grade and period of remaining service.

6. Please return the form EYES ONLY to the CMO/OP, 5 E 68.

CAREER SERVICE MODEL FOR DEVELOPMENT OF PERSONNEL PROFESSIONALS
(APPLICABLE TO PROFESSIONALS WITH POTENTIAL FOR DEVELOPMENT)

(GENERAL NORMS (FOR GUIDANCE ONLY))

1. ACADEMIC BACKGROUND

CT OR COLLEGE GRADUATE
MAJOR IN ADMIN., MGT., OR SOCIAL SCIENCES

2. TRAINING

A. IN-HOUSE

INTRODUCTION TO COMMUNISM
INTRODUCTION TO INTELLIGENCE
ADP ORIENTATION
SUPERVISION OR MANAGEMENT

MANAGERIAL GRID OR ADVANCED MANAGEMENT (PLANNING)
SUPPORT SERVICES REVIEW: TRENDS AND HIGHLIGHTS

B. EXTERNAL

BASIC - AT LEAST ONE UNIVERSITY COURSE IN PERSONNEL MGT. POSITION CLASSIFICATION OR EMPLOYEE RELATIONS IF NONE IN COLLEGE; ONE OR MORE 1-4 WEEK SESSIONS IN THEORY OR ORGANIZATIONAL SCIENCE, BEHAVIORAL THEORY, SYSTEMS ANALYSIS OR PPBS.

FOR SELECTED INDIVIDUALS - UNIVERSITY TRAINING IN PERSONNEL OR ADMINISTRATIVE FIELDS; TOPICAL OR TECHNICAL TRAINING IN SPECIALIZED PERSONNEL SUBJECTS.

C. WITHIN OP

ATTENDANCE OF PERSONNEL CAREERISTS AT DIVISION BRIEFINGS AND OP PROBLEM SOLVING SEMINARS. ATTENDANCE BY PERSONNEL OFFICERS AT D/PERS MONTHLY MEETINGS (OTHER PERSONNEL CAREERISTS WITHIN SHOPS BROUGHT TO MEETINGS AS SITUATION PERMITS).

3. DESIRED AGE LEVEL PROGRESSION

ASSIGNMENT BY AGE 40-45 OR SOONER TO OP KEY POSITION (OR APPROXIMATE EQUIVALENT), OR READINESS FOR ASSIGNMENT TO KEY POSITION, AS DETERMINED BY OP CAREER SERVICE.

4. DESIRED JOB PROGRESSION

A. INITIAL (1ST THREE YEARS OF ENTRY IN OP CAREER SERVICE)

ONE- OR TWO-YEAR ASSIGNMENTS, AS PRACTICABLE, IN OP CENTRAL UNITS (E.G., PMCD, CPD, WARO, RETIRE. BR. AND BSD).

B. MID-PROFESSIONAL (BETWEEN 3 AND 15 YEARS FROM ENTRY IN OP CAREER SERVICE)

- (1) THREE OR MORE ASSIGNMENTS TO SPECIALIST JOBS IN OP OR GENERALIST JOBS IN COMPONENTS DURING NEXT 3-15 YEARS. (OP ASSIGNMENT OBJECTIVE: 3 YEAR TOURS INSIDE AND OUTSIDE CENTRAL OP WITH ONE OR TWO EXTENSIONS OF ONE YEAR CONSIDERED UPON REQUEST. EXCEPTIONS ALSO FOR FUNCTIONAL SPECIALISTS.)
- (2) ASSIGNMENT TO A COMPONENT BY END OF 6TH YEAR UNLESS EMPLOYEE IS EXPECTED BY OP CAREER SERVICE TO INDEFINITELY CONTINUE IN FUTURE AS TECHNICAL OR FUNCTIONAL SPECIALIST IN CENTRAL OP.
- (3) BY THE END OF THE 14TH YEAR, EMPLOYEE HAS SERVED 2 OR MORE YEARS IN A STAFF OR ADVISORY CAPACITY; IN A PLANNING OR RESEARCH POSITION; OR IN A POSITION REQUIRING CONSIDERABLE TIME TO BE SPENT IN SUCH ACTIVITIES.
- (4) EMPLOYEE EITHER ASSIGNED WITHIN 14 YEARS TO A KEY JOB IN OP CAREER SERVICE (OR APPROXIMATE EQUIVALENT) OR IS CONSIDERED READY FOR SUCH AN ASSIGNMENT BY SP CAREER SERVICE.

5. STRONG EVALUATION IN FOLLOWING PERSONAL SKILLS AND ATTRIBUTES

RESPONSIVENESS IN SUPPORTIVE ROLE TO
AGENCY OFFICIALS
EFFECTIVENESS IN PERSONAL DEALINGS
IMAGINATION AND ORIGINALITY
SELF RELIANCE
DRIVE

GETTING THINGS DONE
THOROUGHGOING
WRITING ABILITY
VERBAL EFFECTIVENESS
PLEASING PERSONALITY

6. STRONG EVALUATION IN FOLLOWING MANAGERIAL SKILLS

REPRESENTATIONAL AND COMMUNICATING
SKILLS
PLANNING AHEAD
CAPACITY TO INFLUENCE OTHERS (SUB-
ORDINATES, PEERS, SUPERIORS)
SUPERVISORY SKILL (INCLUDING DEVELOP-
MENT OF SUBORDINATES; MAINTENANCE
MORALE AND LOYALTY)
DECISIVENESS

MATURE JUDGMENT
ANTICIPATION OF CONSEQUENCES OF PROSPECTIVE
ACTIONS
PERCEPTION OF THINGS THAT NEED TO BE DONE
ABILITY TO DELEGATE
EFFECTIVENESS IN MANAGEMENT OF OFFICE

7. FAMILIARITY WITH PERSONNEL WORK

A. GOOD UNDERSTANDING OF FOLLOWING:

SUBSTANTIVE CONTENT OF PERSONNEL
ADMINISTRATION
AGENCY PERSONNEL OBJECTIVES

PERSONNEL PROBLEMS
PERSONNEL TRENDS

B. ACTUAL EXPERIENCE IN A MAJORITY OF FOLLOWING FUNCTIONS:

PERSONNEL RESEARCH/STAFF WORK
BENEFITS AND SERVICES
SALARY AND POSITION ADMIN.

PERSONNEL STAFFING ADMIN.
RECORDS CONTROL
LINE PERSONNEL ADMIN. IN COMPONENTS

C. DESIRABLE EXPERIENCES (NOT NORMS)

OVERSEAS
PERFORMANCE OF NON-PERSONNEL SUPPORT FUNCTIONS

DEVELOPMENTAL GAP SHEET (OP CAREER SERVICE)

I GENERAL

1. NAME	2. GRADE	3. OFFICE	4. AGE	5. YEARS IN PRESENT JOB	6. LAST FR EVAL.
7. POSITION			8. NAME OF SUPERVISOR		

II ACADEMIC BACKGROUND

9. COLLEGE COLLEGE DEGREE <input type="checkbox"/> COLLEGE - NO DEGREE <input type="checkbox"/> CT <input type="checkbox"/> NO COLLEGE <input type="checkbox"/>	10. COLLEGE MAJORS PERSONNEL ADMINISTRATION <input type="checkbox"/> PUBLIC OR BUSINESS ADMIN. OR MGT. <input type="checkbox"/> SOCIAL SCIENCE(S) <input type="checkbox"/> OTHER <input type="checkbox"/>
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III JOB PROGRESSION

11. INDICATE REMAINING JOB EXPERIENCES IN CENTRAL OP, EMPLOYEE SHOULD ACQUIRE.* (COMPLETE FOR AN EMPLOYEE WITH MORE THAN 3 YEARS SERVICE IN AGENCY, IF APPLICABLE IN HIS CASE.)

12. SUBSTANTIVE EXPERIENCE NORMS FOR MID-PROFESSIONALS

NORM	COMPLETED		IF NOT COMPLETED, EXPLAIN AND INDICATE IF STILL NEEDED
	Yes	No	
A. 4 OR MORE ASSIGNMENTS WITHIN 14 YEARS. (DIFFERENT BRANCHES OR OFFICES) FOR GENERALISTS; 2 OR MORE FOR TECHNICAL SPECIALISTS.			
B. ASSIGNMENT TO AGENCY COMPONENT WITHIN 6 YEARS (APPLICABLE TO GENERALISTS ONLY).			
C. 2 YEARS OF PERSONNEL STAFF OR RESEARCH WORK (OR COMPARABLE EXPERIENCE) BY END OF 14TH YEAR.			

* JOB PROGRESSION NORMS IN CAREER SERVICE MODEL THAT SHOULD BE INVOKED FOR EMPLOYEE CONCERNED.

IV. KNOWLEDGE OF PERSONNEL WORK

GOOD UNDERSTANDING	SUPERVISOR		OP/CSB		WORKING KNOWLEDGE	SUPERVISOR		OP/CSB	
	YES	NO	YES	NO		YES	NO	YES	NO
13. SUBSTANTIVE CONTENT PERSONNEL ADMIN.					17. PERSONNEL RESEARCH/STAFF WORK				
14. AGENCY PERSONNEL OBJECTIVES					18. BENEFITS AND SERVICES				
15. PERSONNEL PROBLEMS					19. SALARY AND POSITION ADMIN.				
16. PERSONNEL TRENDS					20. PERSONNEL STAFFING AND T/O ADMIN.				
					21. RECORDS CONTROL				
					22. LINE PERSONNEL WORK				
					23. OVERSEAS				
					24. NON-PERSONNEL SUPPORT ACTIVITY				

25. EMPLOYEE'S STRONGEST KNOWLEDGE(S) IF APPLICABLE

26. EMPLOYEE'S WEAKEST KNOWLEDGE(S) IF APPLICABLE

V. PERSONAL SKILLS AND ATTRIBUTES

STRONG IN SKILL	SUPERVISOR		OP/CSB		STRONG IN SKILL	SUPERVISOR		OP/CSB	
	YES	NO	YES	NO		YES	NO	YES	NO
27. RESPONSIVENESS (IN SUPPORTIVE ROLE TO AGENCY OFFICIALS)					31. GETS THINGS DONE				
28. EFFECTIVENESS IN PERSONAL DEALINGS					32. THOROUGHGOING				
29. SELF RELIANCE					33. WRITING ABILITY				
30. DRIVE					34. VERBAL EFFECTIVENESS				
					35. PLEASING PERSONALITY				
					36. IMAGINATION AND ORIGINALITY				

37. EMPLOYEE'S STRONGEST PERSONAL SKILL(S) AND ATTRIBUTE(S) IF APPLICABLE

38. EMPLOYEE'S PERSONAL DEFICIENCIES, IF APPLICABLE

VI. MANAGERIAL SKILLS

STRONG IN ITEM	SUPERVISOR		OP/CSB		STRONG IN ITEM	SUPERVISOR		OP/CSB	
	YES	NO	YES	NO		YES	NO	YES	NO
39. REPRESENTATION AND COMMUNICATION					45. ANTICIPATION OF CONSEQUENCES OF PROSPECTIVE ACTIONS				
40. PLAN AHEAD					46. PERCEPTION OF THINGS THAT NEED TO BE DONE				
41. CAPACITY TO INFLUENCE OTHERS					47. ABILITY TO DELEGATE				
42. SUPERVISORY ABILITY					48. EFFECTIVENESS IN OFFICE MGT.				
43. DECISIVENESS									
44. MATURE JUDGMENT									

49. EMPLOYEE'S STRONGEST MANAGERIAL SKILL(S) IF APPLICABLE

50. EMPLOYEE'S WEAKEST MANAGERIAL SKILL(S) IF APPLICABLE

VII. PERSONAL DEVELOPMENT

51. ASSIGNMENTS THAT SHOULD BE UNDERTAKEN

	NECESSARY	WHEN	PREFERABLE	WHEN
SUPV.				
OP/ CSB				

52. OTHER DEVELOPMENT DESIRED

	TRAINING	WHEN	OTHER DEVELOPMENTAL ACTIONS	WHEN
SUPV.				
OP/ CSB				

53. IF ANY OF THE SKILLS OR KNOWLEDGES LISTED IN IV, V, AND VI WERE MARKED NO, INDICATE WHAT SHOULD BE DONE IF IMPROVEMENT IS FEASIBLE

	SKILL OR KNOWLEDGE	CORRECTIVE ACTION
SUPV.		
OP/ CSB		

54. EMPLOYEE'S POTENTIAL FOR GS-14 OR ABOVE (TO BE COMPLETED BY OP/CSB)

YES ☐

NO ☐

55. DUE DATE FOR PROGRESS REPORT ON CORRECTIVE ACTION (TO BE COMPLETED IF APPLICABLE BY OP/CSB)

ITEM	DATE OF REPORT